

## Economics and Management in Branches and Spheres of Activity

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### **Extension of diagnostics functionality in economic security research. P. 9-20.**

**Abstract.** One of the fundamental conditions for ensuring economic security is the conduct of reliable and objective studies of its state and dynamics. These studies are carried out using various tools, among which a special place is taken by diagnostics, which is updated under the influence of new threats and risks of economic security. The purpose of this study was to substantiate the provisions proving the expansion of the objective diagnostic functionality in economic research in the context of its new tasks and organization principles, adequate to new economic security risks. The study was based on the methodology of the analytical activity of an economic entity as a set of analytical work performed using various tools decomposed in scale and depth of economic research. The basic methods in this work were: diagnostic methods implemented in relation to its object – economic security; goal-setting methods in terms of substantiating diagnostic tasks and the principles of its implementation; methods for identifying economic security risks in the context of analyzing the causes that cause them. Arguments are presented that actualize the need to expand the objective diagnostic functionality in economic research, due to the strategic guidelines of economic development. A set of new diagnostic problems has been formulated, revealing its instrumental significance for ensuring economic security. The basic principles of diagnostics in studies of economic security are highlighted. The rationale for the "unified" systemic risks of economic security, requiring the expansion of the functional areas of diagnostic research is presented.

**Keywords:** diagnostics, diagnostic functionality, economic research, economic security.

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### **Risk appetite in the management of the enterprise and ensuring its economic security. P. 21-31.**

**Abstract.** The income of enterprises and the level of their economic security are a manifestation of the risk to which they will agree and take into account in the course of their activities. To do this, it is advisable to use the concept of risk appetite, which allows you to establish a balance between the desired result and possible danger in the process of achieving goals. The essence of risk appetite is revealed in the article and the author's definition of this category is given. Risk appetite is considered as the ability and desire of the enterprise to take, hold and effectively manage the expected losses due to the onset of risk events to achieve strategic goals and ensure economic security. The relationship of the concepts of "risk appetite", "risk capacity", "risk tolerance" is determined. After the company has determined the risk capacity and its risk appetite, it can decide what its risk tolerance is, that is, the actual level of risk that the company is able to bear, taking into account the specific risk factor. The authors made suggestions for introducing the concept of risk tolerance into risk management practice. The stages of the enterprise risk management process are determined and their characteristics are given, the content, object, methods and tasks of the individual stages of the risk management process are highlighted, the place, value and main characteristics of risk appetite in the overall risk management process are indicated. A reasonable description of an enterprise's risk appetite has both qualitative and quantitative elements. The article provides indicators that can be used to determine risk appetite and risk tolerance. The definition of risk appetite for each risk category should be preceded by an assessment of the enterprise's risk potential, including the amount and type of risk that the company can support to achieve its business goals, taking into account the structure of its capital and access to financial markets, as well as professional knowledge and human competences capital.

**Keywords:** risk, risk management, risk capacity, risk appetite, risk tolerance.

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**Perspective directions OF DV-UFO modeling. 32-43.**

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**Abstract.** The questions of a formalized description of socio-economic systems are considered. A formalized presentation can serve as the basis for constructing outline models of various socio-economic systems. Current business plans are largely verbal models of socio-economic systems. In the transition to a digital economy, business plans will need to be transformed into digital models of project resource systems. This will allow planning and resource management at a higher level, using resources more rationally and efficiently. The difficulty in constructing adequate digital models of socio-economic systems is connected with the fact that a systematic approach to the analysis of a certain subject area should be organically combined with traditional methods of analysis used in this area. There should be no problem of an alternative choice between traditional methods of analysis and new methods based on a systematic approach. It is not easy to synthesize traditional methods of analysis and a systematic approach. The method considered in the work of DV-UFO allows combining the structural-object method of system analysis with the methods of the theory of financial calculations. This opens up wide opportunities not only for theoretical analysis, but also for the use of DV-UFO models in the implementation of various socio-economic systems. The synergistic effect achieved through the use of both systemic and traditional methods of analysis can improve the quality and adequacy of models of socio-economic systems and simplify their implementation.

**Keywords:** business process, project resource management systems, business plan, digital model, formalization, modeling, monetary representation of processes.

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**Evaluation of the Russian higher education readiness for digital economy. P. 44-56.**

**Abstract.** Processes of modernization and informatization taking place in modern Russian society impose qualitatively new requirements on higher education, including in the direction of the widespread use of information and communication technologies, both in the educational process and in the management of the educational activities of higher education organizations. The article presents the results of assessing the level of application of information and communication technologies in the educational activities of higher education organizations. The purpose of the study is to justify the need for the use of information and communication technologies in the educational activities of higher education organizations. During the study, a set of methods was used, including theoretical; empirical; quantitative, statistical. In conclusion, the authors of the article come to the conclusion that the processes of integration of higher education in the world space that are characteristic of modern society present new significantly higher requirements for modern graduates of higher educational institutions, including in the direction of mastering the skills of using information and communication technologies. The main task of higher education organizations is to ensure the competitiveness of graduates in the labor market.

**Keywords:** educational services market, quality of educational services, higher education, information and communication technologies.

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**Formation of theoretical and methodological approaches in the development of socio-economic systems in the trans-regional space. P. 57-66.**

This article was prepared with the financial support of the Grant of the President of the Russian Federation, project number - MK-427.2018.6, project theme "Network interaction of regional socio-economic systems in the trans-regional space".

**Abstract.** Strategic directions of scientific and technological development of Russia presupposes the necessity of creation, development and successful functioning of regional socio-economic systems in the conditions of their interaction and spatial development. In this regard, the problem of creating an effective model of interregional spatial development is timely. A lot of research is devoted to this. Regional development strategies pay special attention to this issue. As a result, it is advisable to form an adequate modern spatial model for the development of socio-economic systems in the TRANS-regional space, taking into account the existing international experience. This urgent problem is solved on the basis of the use of classical and modern concepts developed in foreign and domestic Sciences. Initially, it is necessary to establish a unified approach to the interpretation of the socio-economic system as a holistic mechanism. For this purpose, the article considers the formation of theoretical and methodological approaches to the definition of socio-economic systems in the TRANS-regional space, the possibility of considering the development of socio-economic systems as a special object. Given the significant inter-regional differentiation, ensuring sustainable socio-economic development of regional systems is impossible without determining its components, the principles of functioning in the conditions of TRANS-regionalism. The analysis of existing approaches to the definition of socio-economic system, allowed to realize the task. Retrospective analysis of the socio-economic system through the prism of economic growth revealed the main factors of its development.

**Keywords:** socio-economic systems, region's potential, region.

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**The role of higher education institutions in shaping of the financial literacy mechanism improvement of the population (the Kemerovo region as a case study). P. 67-80.**

**Abstract.** The article is devoted to an important topic in modern conditions - financial literacy of the population, since at present the current problems are a high level of credit load, unfavorable financial situation, both for individuals and families, due to the inability of rational use of finances, including borrowed ones. This leads to inept disposal of accumulated funds, rash investment, as well as to an excessively high level of loans. The behavior of families in the field of finance affects the economic situation of the region and the state as a whole, which makes it necessary to conduct mass informational work with people of different age groups in order to form and enhance citizens' knowledge in the field of finance that will facilitate well-considered and balanced decisions on personal finances. The article not only conducted a literary review of theoretical material on the topic, but also described the practical experience of participating in the conference in the field of improving financial literacy and reducing the credit load. The features of the participation of higher educational institutions in the mechanism of formation of financial literacy of the population of the region are considered. The example of the Kemerovo Region shows the current and future directions for solving this problem. The role of universities, in particular KuzGTU, in the field of improving the financial literacy of the

population of all age groups is defined. One of the promising areas designated educational work with young people. A mechanism has been developed to improve the financial literacy of the population of the Kemerovo Region, which allows organizing the interaction of state authorities, organizations, higher educational institutions, in which a large role is assigned to universities. It is supposed to organize on the basis of higher educational institutions consulting and information centers responsible for popularization of knowledge in the field of finance among the population, to regularly conduct on-site events in schools, organizations, and enterprises in order to hold informational conversations with various groups of the population. Implementation of the proposed activities is possible with the involvement of the student volunteer movement.

**Keywords:** financial literacy of the population, mechanism of improving financial literacy, financial culture.

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**‘Evaluation of the russian federation macroregions’ industrial development innovative performance. P. 81-94.**

**Abstract.** The article substantiates the strategic role of industry in maintaining the stability of the national economy. In the current realities, it is not advisable to further stimulate the sphere of non-knowledge-intensive services in order to bring the structure of the economy to a post-industrial type. Continuing import dependence, low competitiveness of Russian non-defense products on world markets indicate the need to restore lost industrial potential on the new technological and social base. The article attempts to analyze the level of industrial development of the macroregions of the Russian Federation and their constituent entities in conjunction with their ability to produce innovative products. The methodology of the analysis consisted in the construction of dispersion diagrams, in the subsequent carrying out of the regression and correlation analysis, which establishes the relationship between the level of industrialization of the Russian regions and their innovative productivity. In addition, on the basis of the obtained data, matrices of models of innovative development of macro-regions were built. It was determined that in the regions of the Russian Federation there is no required balance between the development of industrial potential and innovative productivity. It was concluded that in the Russian regions there was no stable and deterministic relationship between the level of industrialization and innovative performance. The level of industrialization of the regions producing a high share of innovative products in the volume of industrial output is in the range from 15,3 to 53,9%.

**Keywords:** innovative development, neo-industrialization, regional development, industrial potential.

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**Models and forms of state and private partnership. P. 95-104.**

**Abstract.** The article is devoted to the main provisions of public-private partnerships considered as a universal mechanism for integrating public and private sector resources to solve socially important problems. The main forms and models of the implementation of infrastructure projects based on partnerships between the state and business in the context of their relationship with the specifics of the institutional environment inherent in different countries are considered. The key features and the role of public-private partnership in the socio-economic development of the state are identified. The important attention in the study is paid to the analysis of specific features and basic criteria, on the basis of which various methods are formed for the development of many models and forms of planning and implementation of projects aimed at infrastructure development, both in Kazakhstan and in foreign countries. It has been established that there is no comprehensive, systematic information on the existing forms of interaction between the state and business, as well as a clear and complete outline description of their characteristics, restrictions on the

development of the mechanism of cooperation between the state and business have been identified, and directions for the effective implementation of public-private partnership projects in Kazakhstan due to their structuring based on the project approach.

**Keywords:** public-private partnership, form, model, mechanism, structuring, infrastructure project.

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**Specificity of the development of strategic planning in domestic and foreign experience. P. 105-112.**

**Abstract.** This paper discusses the historical aspect of the formation and development of the strategic planning process, its specificity in domestic and foreign practice. Namely, 6 periods of development of strategic planning, from the XX century to the present (both in domestic and in the world experience) are considered. Also, the analysis of changes in the economic situation in the country (USSR), depending on the stage of its development was the process of strategic planning, what consequences it led to. The analysis of the application of strategic planning in the socialist economy (USSR) and in the market economy (Russian Federation). As a result of this work, we came to the logical conclusion that in a market economy, strategic planning is a necessary way of market regulation. It is important to preserve the autonomy of enterprises, and the interests of "centers". The basic methods in this study are descriptive and historical methods, as the author used General scientific dialectical methods, including analysis and synthesis, the method of scientific abstraction, the principle of consideration of phenomena from the General to the special and particular; historical and genetic method.

**Keywords:** plan, strategic planning, market, market economy.

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**Challenges to the development of tourism satellite (auxiliary) accounts in the system of national accounts of the Republic of Tajikistan. P. 113-121.**

**Abstract.** The article deals with the problem of creating satellite (auxiliary) accounts of tourism in the system of national accounts of the Republic of Tajikistan. The need to develop satellite tourism accounts in the country is caused by the following reasons: there is no segmentation of the number of foreign tourists; there is no quantitative assessment of internal tourist flows; the volume of tourist product and its share in the macroeconomic indicators of the country as a whole are not calculated; there are no accurate data on employment in this area; there is no calculation of aggregate investment indicators; the added value of tourism and tax revenues received in this area are not calculated. The satellite tourism account (TSA) provides an estimate of the direct contribution of tourism to the national economy. The World Tourism Organization (UNWTO), the Organization for Economic Cooperation and Development (OECD) and the Statistical Office of the European Communities (Eurostat) proposed a methodological framework for the tourism satellite account. The United Nations Statistical Commission (UNSC) approved its application in March 2000. Conceptually, the FTAs correspond to other statistical systems, such as the system of national accounts (SNA) and the balance of payments (BOP). TSA generalizes tourism data in the standard tables of the SNA. The main objective of the TSA is to provide a better understanding of the scale of the impact of the tourism industry in the Republic of Tajikistan based on figures and data that will meet international standards. Analysis shows that Tajikistan has not yet applied the 2008 SNA to implement the TSA. Due to the lack of national sources of information about tourism statistics, the article analyzed data on the materials of the World Travel and Tourism Council (WTTC).

**Keywords:** tourism, tourism statistics, satellite account of tourism, expenses, international tourism, domestic tourism, consumption.

## Economy of Labor and Labor Relations

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**Development of social environment for reproduction of labor resources of industrial company.**  
**P. 122-133.**

**Abstract.** Solving the problem of reproduction of labor resources in the context of a demographic decline and the demotivation of the able-bodied population to official employment in the economy requires intensifying the activities of industrial companies to develop the social environment as an important factor in the reproduction process in the world of work. The purpose of this study is the argumentation of the role and importance of the development of the social environment for the reproduction of the labor resources of an industrial company, with the decomposition of the environment into external and internal components and the identification of the directions of its development that have a positive impact on the efficiency of reproduction of labor resources. The study was based on the methodology of expanded reproduction of economic resources, giving an understanding of the quantitative and qualitative renewal of labor resources necessary for the sustainable development of an industrial company. The paper implements methods of structuring the content of social activities and benchmarking the best practices of its organization, economic analysis of the results of social activities, content analysis of legal regulations for the formation of social policies and identifying areas of its implementation that are of key importance for the development of the social environment for the reproduction of labor resources. Using the example of the Novolipetsk Metallurgical Plant Group of Companies, a decomposition of the social environment of the reproduction of labor resources into external and internal is carried out, the content of the company's social activities in the context of its importance for the development of local communities in the regions of presence is disclosed. The priority areas of social policy that develop the internal social environment for the reproduction of labor resources of the NLMK Group of Companies are identified and justified.

**Keywords:** reproduction of labor resources, social environment of reproduction, social activity, social policy.

## Marketing, Commerce and Logistics

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**Content space of management softization in the system of organization's strategic management.**  
**P. 134-145.**

**Abstract.** Softization aimed at new benchmarks and motives in the actions of producers and consumers, new value orientations when making decisions, which are based on an innovative approach to socio-economic activity, a relevant and discussed topic. The aim of the article is to study theoretical and practical approaches to include soft factors as active elements in the strategic management system of an organization in the context of the implementation of new opportunities in modern information reality. The presented results are based on the systematization and generalization of existing theoretical studies on the problem of management software using various methods. In this work, software at the micro level and "software" of the macro-social system are distinguished. A wide range of software applications is indicated: consulting, marketing, engineering, professional education. Systematized are various forms of softwareization of the economy, as well as the development of softwareization both horizontally and vertically. The result of the study was the determination of the most significant and important for the strategic development of the organization of software factors included in the software management system: organizational and managerial culture as an effective tool for managing the organization; institutional constraints, ideology and organization philosophy; Social responsibility; business reputation, public trust and image; favorable moral and psychological climate; management methods and styles; personal qualities and practical skills of managers;

training; entrepreneurial spirit; group dynamics, etc. Attention is drawn to the significant soft skills that managers should have, as well as comprehensive management, which acts as the basis for the formation of the integrity of the manager's thinking and practice. The importance of entrepreneurial orientations as a multidimensional construct in the number of management software factors is indicated. A structurally meaningful model of staff training was developed as one of the important areas of using soft factors.

**Keywords:** softization, softization of economy, development of scale services, soft factors, soft management system, soft skills.

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**Lead magnet in the system of advertising digital technologies: scientific and methodical substantiation of creation and effective application in the process of increasing customer loyalty and sales. P. 146-158.**

**Abstract.** Currently, companies use various marketing and advertising tools to increase customer loyalty and increase sales. An important role is played by email marketing. In order to obtain personal data of customers, an effective email marketing advertising tool, a lead magnet, is used in practice. It is a convenient and free way to get new customers. The company provides a valuable offer to the target audience in exchange for contact information. At present, a lead magnet is necessary for any business represented on the Internet: small and medium, online shopping, services and information business. With the help of a correctly created lead magnet, the company receives loyal customers and increases conversion. The purpose of the scientific article is to analyze the use of lead magnet as an effective advertising tool to increase customer loyalty and increase sales. The validity and reliability of the research results are based on the use of general scientific methods (dialectics, analysis, synthesis, consistency, complexity). The article concretizes the economic content of the concept of "lead magnet", formulates its features as an effective advertising tool to increase customer loyalty. The authors of the article clarified the tasks for which a lead magnet can be used, an algorithm for its creation and application is proposed. Based on a generalization of the practical experience of using lead magnets, we systematized its main types used in advertising practice for various purposes: useful, educational, entertaining, combining and selling. The important role of lead magnets in the sales funnel is proved. The authors of the article highlighted the goals of the upper, middle and lower parts of the sales funnel and determined the types of lead magnets for each part of the funnel.

**Keywords:** lead magnet, advertising tools, customer loyalty, e-mail newsletter, sms mailing, auto funnel, expertness, target audience.

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**Benchmarking – new horizons for an old concept. P. 159-168.**

**Abstract.** The article examines the current state of development of benchmarking as a concept of improving the activities of organizations applicable in various industries and fields of activity. Benchmarking for almost half a century of its development has experienced both spikes and some fading interest in the use of its tools in practice and in theoretical research. However, according to the authors, benchmarking, like other

concepts of development and improvement, has significant potential in practical and theoretical terms. The aim of the study is to analyze the situation with the benchmarking concept development in Russia, clarify the existing approaches to the singling out of different tools of benchmarking and while using the methods of systemic analysis to develop the model of benchmarking types classification and formulate the directions of possible development of benchmarking concept. The article focuses on management benchmarking, which studies the socio-economic parameters of phenomena, in contrast to technical benchmarking, focused on the physical characteristics of objects. On the basis of the analysis of Russian-language publications the approaches to the definition of different types of benchmarking are systematized and the analysis of signs of their allocation is carried out. A system model of benchmarking classification is proposed, which allows to take into account various features of allocation, including additional ones to those already established. The connection of the concept of benchmarking with standardization and formalization of maturity models is investigated. Benchmarking as a method of identification, analysis and generalization of best practices in various fields of activity provides an opportunity to consolidate the generalized and systematized best practices in the form of business models, standards of activity, which in turn can build models of maturity of activities, with which you can determine the level of development of the organization, process, object. It is proposed to introduce new concepts – model-oriented benchmarking and benchmarking of business models for further development of the concept of benchmarking.

**Keywords:** benchmarking, best practice, maturity model, methodology, ontology, business process, business case, business analysis, model-oriented benchmarking, benchmarking of business models.

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**Marketing potential of intangible assets creation and use under conditions of rating positioning of countries. P. 169-180.**

**Abstract.** Current stage of marketing development poses completely different tasks in assessing competitive positioning and identifying development potentials, namely: evaluating the contribution made by a particular asset to the results of a company, and therefore the country; determination of costs attributable to marketing; the role and importance of intangible assets for the formation of competitive positions of countries in international markets. The aim of the study was to assess the marketing potential of intangible assets in the aspect of basic trends and instruments of competitive positioning of countries. This work is based on a marketing research methodology, using the provisions of which the methods of competitive positioning of homogeneous objects of comparison have been successfully implemented; opinion polls; economic and statistical analysis of indicators characterizing the state and dynamics of the development of intangible assets as an integral element of the rating positioning of countries. The economic nature of intangible assets is specified and their species structuring is carried out, the ratio of tangible and intangible assets in different countries is estimated, changes in their ratings in the fields of patent, innovation and research are analyzed. Summarizing conclusions are formulated, proving the importance and significance of the creation and use of intangible assets in the context of rating positioning of countries, trends in the development of the market for intangible assets and the problems characteristic of its Russian segment are highlighted.

**Keywords:** marketing potential, intangible assets, ratings, rating positioning of countries.

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**Aftersales service as a resource saving tool. P. 181-190.**

**Abstract.** In modern economic conditions, resource saving is an important factor contributing to the development of industrial production and the economy as a whole. In this article authors consider existing

types of service of cars and the equipment, the main directions of service are specified, features of implementation of mechanisms of service in Russia are analyzed. In particular, the standard directions of construction of after-sales service in Russia and abroad are investigated, the main tendencies of dependence of quality of service on reliability of deliveries of spare parts are revealed, real examples from the industry of civil aviation are given. Thus, in the article the authors revealed the relationship between poor quality service, downtime and resource saving. The results of the study prove the need for competent construction of after-sales service in all areas of operation of industrial equipment, including using the effective capabilities of modern technologies. To achieve positive results, the article proposes reasonable mechanisms for improving the implementation of service and possible development of areas where it is necessary to use resource-saving methods. This study shows that the correct organization of service improves the performance of resource saving in the operation of machinery and equipment.

**Keywords:** service, after-sales service, reliable supply of spare parts, equipment downtime, resource saving, improvement of service.